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**THE MEDIATING EFFECT OF RELATIONAL  
CAPITAL ON ALLIANCES PERFORMANCE OF  
CONSTRUCTION COMPANIES IN INDONESIA**



**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
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**THE MEDIATING EFFECT OF RELATIONAL CAPITAL ON ALLIANCES  
PERFORMANCE OF CONSTRUCTION COMPANIES IN INDONESIA**



**By**

**DICKY HIDA SYAHCHARI**

**UUM**  
**Universiti Utara Malaysia**

**Thesis Submitted to  
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**Kolej Perniagaan**  
(College of Business)  
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Pemeriksa Dalam : **Prof. Dr. Roslan Abdul Hakim**  
(Internal Examiner)

Tandatangan  
(Signature)

Tarikh: **21 Februari 2017**  
(Date)



Nama Pelajar  
(Name of Student) : Dicky Hida Syahchari

---

Tajuk Tesis / Disertasi  
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---

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : **Dr. Mohd Azlan Yahya**

---



  
Tandatangan  
(Signature)

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : **Prof. Dr. Ruswiati Surya Saputra**

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## ABSTRACT

The main objective of this research is to study the mediating effect of relational capital on alliance performance of construction companies in Indonesia. The effect of relational capital on alliance performance has become an issue of attention to most practitioners and researchers. The alliance performance is the level to which both partner companies attain their strategic goals in an alliance.

Thus, a theoretical framework was developed based on the theory of the relational exchange and the resource based view theory. After identifying the gaps of previous literature, a quantitative methodology was applied by surveying respondent from 311 construction companies in Indonesia. Primary data collected by self-administered questionnaires were found to be valid and reliable when analyzed through SPSS and smart-PLS software. Based on the PLS-SEM analysis, nine hypotheses were accepted while one was rejected. Two independent variables partner fit and interdependence have shown a significant and positive influence on alliance performance. However, conflict management has a non-significant influence on alliance performance. The study also established that relational capital mediates the relationship between partner fit, conflict management, interdependence, and alliance performance. Furthermore, the essential implication of this study to the academics, construction practitioners and government or National Construction Service Board in Indonesia is to make awareness on the relational capital as a strategic factor towards accomplishing better alliance performance. It also contributes by offering good implications for construction practitioners in Indonesia, to invest more efforts in alliance performance. Limitations of the research and recommendations are presented. Finally, future study is suggested to extend this study of geographical factor and different methodology.

**Keywords:** alliance performance, relational capital, partner fit, interdependence, conflict management.

## ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik kesan pengantara modal hubungan ke atas prestasi perikatan syarikat pembinaan di Indonesia. Kesan modal hubungan prestasi perikatan telah menjadi isu yang mendapat perhatian kebanyakan pengamal dan penyelidik. Prestasi perikatan adalah tahap apabila kedua-dua rakan kongsi syarikat mencapai matlamat strategik dalam perikatan. Oleh itu, satu rangka kerja teori dibangunkan berdasarkan teori pertukaran hubungan dan teori pandangan berasaskan sumber. Selepas mengenal pasti jurang dalam literatur sebelumnya, kaedah kuantitatif digunakan dengan membuat tinjauan ke atas responden dari 311 buah syarikat pembinaan di Indonesia. Data primer yang dikumpul melalui soal selidik yang ditadbir sendiri didapati sah dan boleh dipercayai apabila dianalisis menggunakan SPSS dan perisian pintar PLS. Berdasarkan analisis PLS-SEM, sembilan hipotesis diterima manakala satu hipotesis ditolak. Dua pemboleh ubah tidak bersandar iaitu padanan rakan kongsi dan kesalingbergantung menunjukkan pengaruh positif yang besar terhadap prestasi perikatan. Walau bagaimanapun, pengurusan konflik tidak mempunyai pengaruh yang signifikan terhadap prestasi perikatan. Kajian ini juga menetapkan bahawa modal hubungan mengantarakan hubungan di antara padanan rakan kongsi, pengurusan konflik, dan kesalingbergantung dengan prestasi perikatan. Tambahan pula, implikasi penting dalam kajian ini kepada ahli akademik, pengamal pembinaan dan kerajaan atau Lembaga Perkhidmatan Pembinaan Negara di Indonesia adalah untuk memberikan kesedaran tentang modal hubungan sebagai faktor strategik ke arah mencapai prestasi perikatan yang lebih baik. Kajian turut menyumbang dengan menawarkan implikasi yang baik kepada pengamal pembinaan di Indonesia untuk melaburkan lebih banyak usaha dalam prestasi perikatan. Batasan kajian dan cadangan turut dibincangkan. Akhir sekali, kajian masa hadapan dicadangkan untuk melanjutkan kajian ini daripada faktor geografi dan kaedah yang berbeza.

**Kata kunci:** prestasi perikatan, modal hubungan, padanan rakan kongsi, kesalingbergantung, pengurusan konflik.



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## LIST OF ABBREVIATIONS

AP	Alliance performance
FA	Factor Analysis
H	Hypothesis
RC	Relational capital
PF	Partner fit
CM	Conflict Management
CR	Composite Reliability
RBV	Resources Based View
RET	Relational Exchange Theory
NCSB	National Construction Services Development Board
IICB	Indonesia Investment Coordinating Board,
AVE	Average Variance Extracted
PLS	Partial Least Square
PLS-SEM	Partial Least Squares Structural Equation Modeling
SPSS	Statistical Package for the social science
SEM	Structural Equation Modeling
SmartPLS	Smart Partial Least Square
VAF	Variance Accounted For
VIF	Variance Inflated
$R^2$	R Square
$f^2$	Effect Size





# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Studies on alliances guarantee an important intensify in their utilization as a strategic tool. Bamford (2003) state that an alliance came in the most recent ten years and has gotten to be a peripheral tool of management, that utilized for the most important part of a centerpiece of corporate strategy and competitive advantage.

Managing with an alliance includes various challenges beginning from the unpredictable attributes of the alliance firms itself. The challenges are considerably more articulated when an alliance is working in an economy, where the partners and managers regularly face different issues and problems identified both the inner and outer business condition of the alliance, eminently insufficient legal framework, formality and administration, state possession control, absence of administration abilities, social and behavioral contrasts between Indonesian and foreign managers, conflict and doubt, distinctive interests and targets (Thuy & Quang, 2005).

There have been moderately few researchs on the relational issues, especially the between partner relationship development and maintenance components, which are accepted to be of central significance in a high setting and relationship-based nation, for example, Indonesia. Moreover, the greater part of these theories are limited to represent just the small of the phenomenon, without a far reaching investigation of the causal connection between these relational components and alliance performance between relational social elements and alliance performance.

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## APPENDICES

### Appendix A: Pretesting

**Please complete the following evaluation questions about the survey by circling either YES or NO:**

- |   |            |           |
|---|------------|-----------|
| 1. Was the survey easy to understand?                   | <b>YES</b> | <b>NO</b> |
| 2. Was the survey easy to complete?                     | <b>YES</b> | <b>NO</b> |
| 3. Were there any items that were not clear?            | <b>YES</b> | <b>NO</b> |
| 4. Are the statements relevant to the aim of the study? | <b>YES</b> | <b>NO</b> |
| 5. Are the statements ordered appropriately?            | <b>YES</b> | <b>NO</b> |

***Comment:***

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## Appendix B : Measurement of Variables / Instrument

Construct	Original Statement	Adapted Statement	Source
Alliance performance	<b>Overall satisfaction</b>		Ariño, 2003; Geringer et al., 1991; Glaister et al., 1998)
	Our firm is satisfied with the global results of this alliance	Our firm is satisfied with the global results of this alliance	
	<b>The net spill-over</b>		
	This means, the additional benefits are firms attain in other activities that are non-related to the alliance	The additional benefits are our firm attain in other activities that are non-related to the alliance	
	Many collaborative ventures result in either positive or negative side effect for their parent firms. In this alliance, there are the positive net side effects for your firm	Many collaborative firms result in either positive or negative side effect for their parent firms. In this alliance, there are the positive net side effects for your firm	
	<b>Goal fulfillment</b>		
	Our firm attains its goals within the alliance	Our firm attains its goals within the alliance	
	Collaborative ventures can be aimed at different strategic goals. How would you describe the importance for your firm of each of the following strategic goals when the alliance agreement was signed ?		
	Reducing costs/obtaining scale economies	Reducing costs/obtaining scale economies	
	Gaining access to a market in the same industry	Gaining access to a market in the same industry	
	Gaining access to a market in another industry	Gaining access to a market in another industry	
	Developing new technologies	Developing new technologies	
	Blocking the competition	Blocking the competition	
	Meeting with government requirements	Meeting with government requirements	
	Developing new skills	Developing new skills	
	Reducing risk	Reducing risk	
	Increasing the competition	Increasing the competition	
Relational capital (RC)	<b>Communication</b>		Kale et al (2000) Sambasivan et
	We are committed to the relationship with our partner	We are committed to the relationship with our partner	



firm	firm	al. (2011)
The relationship that our firm has with our partner firm is important for our firm intends to maintain indefinitely	The relationship that our firm has with our partner firm is important for our firm intends to maintain indefinitely	
The relationship that our firm has with our partner firm deserves our firm's maximum effort to maintain	The relationship that our firm has with our partner firm deserves our firm's maximum effort to maintain	
The alliance is characterized by personal friendship between the partners at multiple levels	The alliance is characterized by personal friendship between the partners at multiple levels	
When we encounter difficulties or new situation, our firm does not feel worried or threatened by letting out partner firm do what it wants	When we encounter difficulties or new situation, our firm does not feel worried or threatened by letting out partner firm do what it wants	
Our firm is familiar with the patterns of behavior our partner firm has established, and we can rely on them to behave in certain ways	Our firm is familiar with the patterns of behavior our partner firm has established, and we can rely on them to behave in certain ways	
We have found that our partner firm is dependable	We have found that our partner firm is dependable	
<b>Trust</b>		
Information quality – timeliness, accuracy, adequacy, completeness, credibility	We believe about information quality- timeliness, accuracy, adequacy, completeness, credibility	
We actively seek advice and information from our partner	We actively seek advice and information from our partner	
The partner firm participates in our planning and goal setting activities	The partner firm participates in our planning and goal setting activities	
We actively encourage improvement suggestion from our partner	We actively encourage improvement suggestion from our partner firm	
Our partner firm shares proprietary information with us	Our partner firm shares proprietary information with us.	
We inform our partner firm in advance of changing needs	We inform our partner firm in advance of changing needs	
In our relationship, it is expected that any information which might help the other party will be provided	In our relationship, it is expected that any information which might help the other party will be	

		provided	
	<b>Commitment</b>		
	The parties are expected to keep each other informed about events or changes that may affect the other party	The parties are expected to keep each other informed about events or changes that may affect the other party	
	It is expected that the parties will only provide information according to pre-specified requirement	It is expected that the parties will only provide information according to pre-specified requirement	
	It is expected that the parties will only provide information according to pre-specified requirement	It is expected that the parties will only provide information according to pre-specified requirement	
	The partner keeps us fully informed about issues that affect our business	The partner keeps us fully informed about issues that affect our business	
Conflict management (CM)	<b>Integrating</b>		Rahim (1983)
	I tried to investigate an issue with this salesperson to find a solution acceptable to us	We tried to investigate an issue with partner to find a solution acceptable to us	
	I tried to integrate my ideas with those of this salesperson to come up with a decision jointly.	We tried to integrate my ideas with those of this partner to come up with a decision jointly.	
	I tried to work with this salesperson to find solutions to a problem which satisfied our expectations.	We tried to work with this partner to find solutions to a problem which satisfied our expectations.	
	I exchanged accurate information with this salesperson	We exchanged accurate information with our partner firm	
	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way	We try to bring all our concerns out in the open so that the issues can be resolved in the best possible way	
	I collaborate with this salesperson to come up with decisions acceptable to us	We collaborate with our partner to come up with decisions acceptable to us	
	I try to work with this salesperson for a proper understanding of a problem	We try to work with our partner firm for a proper understanding of a problem	
	<b>Obliging</b>		
	I generally try to satisfy the needs of this salesperson	We generally try to satisfy the needs of our partner firm	
	I usually accommodate the wishes of this salesperson	We usually accommodate the wishes of our partner firm	
	I gave in to the wishes of this	We gave in to the wishes of	

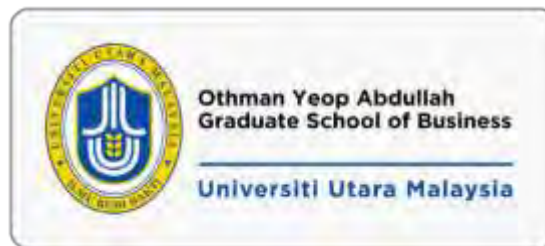
salesperson	our partner firm
I accommodated the wishes of this salesperson	We accommodated the wishes of our partner firm
I often go along with the suggestions of this salesperson	We often go along with the suggestions of our partner firm
I try to satisfy the expectations of this salesperson	We try to satisfy the expectations of our partner firm
<b>Dominating</b>	
I used our influence to get our ideas accepted	We used our influence to get our ideas accepted
I used our authority to make a decision in our favor	We used our authority to make a decision in our favor
I use our expertise to make a decision in our favor	We use our expertise to make a decision in our favor
I am generally in pursuing our side of the issue.	We are generally firm in pursuing our side of the issue.
I sometime use our power to win a competitive situation	We sometimes use our power to win a competitive situation
<b>Avoiding</b>	
I attempted to avoid being put on the spot and tried to keep my conflict with this salesperson to myself	We attempted to avoid being put on the spot and tried to keep my conflict with our partner firm to myself
I usually avoid open discussion of my differences with this Salesperson	We usually avoid open discussion of my differences with our partner firm
I try to stay away from a disagreement with this salesperson	We try to stay away from a disagreement with our partner firm
I avoid an encounter with this salesperson	We avoid an encounter with our partner firm
I try to keep my disagreement with this salesperson to myself in order to avoid hard feelings.	We try to keep my disagreement with our partner to myself in order to avoid hard feelings.
I try to avoid unpleasant exchanges with this salesperson.	We try to avoid unpleasant exchanges with our partner firm
<b>Compromising</b>	
I try to find a middle course to resolve an impasse	We try to find a middle course to resolve an impasse
I usually propose a middle ground for breaking deadlocks.	We usually propose a middle ground for breaking deadlocks.
I negotiate with this	We negotiate with our

	salesperson so that a compromise can be reached.	partner firm so that a compromise can be reached.	
	I use give and take so that a compromise can be made.	We use give and take so that a compromise can be made.	
	I discussion with our partner so that a find a way out	We discussion with our partner firm so that a find a way out	
Partner fit	<b>Complementarity</b>		Kale et al., (2000); Sarkar et al. (2001)
	There is high Complementarity between the resources/capabilities of the two partners	There is high complementarity between the resources/capabilities of the two partners	
	There is highly similarity/overlap between the core capabilities of each partner	There is highly similarity/overlap between the core capabilities of each partner	
	<b>Compatibility</b>		
	The organizational cultures of the two partners are compatible with each other	The organizational cultures of the two partners are compatible with each other	
	The management and operating styles of the partners are compatible with each other	The management and operating styles of the partners are compatible with each other	
Interdependence	<b>Task interdependence</b>		Wageman & Baker (1996); Van Vijeijkenet al.(2002); Sambasivan et al.. (2011)
	Our firm and our partner firm depend heavily on the information from each other for task completion	Our firm and our partner firm depend heavily on the information from each other for task completion	
	Our firm and our partner firm depend heavily on the means, e.g. techniques and facilities, from each other from the completion of tasks	Our firm and our partner firm depend heavily on the means, e.g. techniques and facilities, from each other from the completion of tasks	
	<b>Goal interdependence</b>		
	The dependency on our partner and for the exchange of information or/and means is so critical that its absence would hamper satisfactory achievement of our goals	The dependency on our partner and for the exchange of information or/and means is so critical that its absence would hamper satisfactory achievement of our goals	
	<b>Reward interdependence</b>		
	We swim and sink with our partner firm	We swim and sink with our partner firm	
	We seek compatible goals with our partner firm	We seek compatible goals with our partner firm	
	Our goals and those of our partner firm go together	Our goals and those of our partner firm go together	

When we work together with our partners, we usually have common goals	When we work together with our partners, we usually have common goals
The success of our firm has little impact on our firm	The success of our firm has little impact on our firm
Our goal achievement is significant to our partner	Our goal achievement is significant to our partner
Our reward achievement is dependent on the achievement of our partner firm	Our reward achievement is dependent on the achievement of our partner firm



## Appendix C: Survey Questionnaire



### Survey Questionnaire

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Dear Participant,

I am a PhD student from Universiti Utara Malaysia (UUM). The purpose of this survey is pertaining to your opinion about **THE MEDIATING EFFECT OF RELATIONAL CAPITAL ON RELATIONSHIP BETWEEN PARTNER FIT, CONFLICT MANAGEMENT, INTERDEPENDENCE TOWARD ALLIANCES PERFORMANCE IN INDONESIA CONSTRUCTION COMPANIES**

Please answer all questions to the best of your knowledge and information. There are no wrong responses to any of these statements.

Thus, I would like to seek your cooperation in filling this questionnaire. The information you provide will fulfillment each research objective of this study so as to ensure the success of this research. Because you are the most important part who can provide me the correct information regarding to research objectives. I truly need and value your cooperation. Your response will be kept *strictly confidential*.

Thank you very much for your time and kind participation.

*Yours faithfully,*

**DICKY HIDA SYAHCHARI**

[dickyhs@yahoo.com](mailto:dickyhs@yahoo.com)

Mobile phone/WA: +6281807559571

Doctor of Philosophy Student

Othman Yeop Abdullah - Graduate School of Business

Universiti Utara Malaysia (UUM) Sintok, Kedah, Malaysia

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#### Instructions:

- 1) There are two (2) sections in this questionnaire. Please answer ALL questions in ALL sections.
- 2) Completion of this form will take you approximately 5 to 10 minutes.
- 3) The contents of this questionnaire will be kept strictly confidential.



### Kuesioner survey

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Kepada Yth Bapak/Ibu

Perkenalkan saya mahasiswa PhD dari Universiti Utara Malaysia (UUM). Tujuan dari survei ini adalah untuk meminta pendapat Bapak/Ibu tentang PENGARUH MEDIASI MODAL RELASIONAL PADA HUBUNGAN ANTARA KECOCOKAN MITRA, MANAJEMEN KONFLIK, SALING KETERGANTUNGAN TERHADAP KINERJA ALIANSI PADA PERUSAHAAN KONSTRUKSI DI INDONESIA. Silahkan menjawab semua pertanyaan berdasarkan dari pengetahuan dan informasi yang Bapak/Ibu miiki. Tidak ada tanggapan salah untuk setiap pilihan tersebut.

Saya mohon kerjasama Bapak/Ibu dalam mengisi kuesioner ini. Informasi yang Bapak/Ibu berikan sepenuhnya untuk tujuan penelitian dalam studi ini dan demi keberhasilan penelitian ini. Karena tanggapan Bapak/Ibu adalah bagian paling penting untuk tujuan penelitian ini. Saya sangat membutuhkan dan menghargai kerjasama Bapak/Ibu. Tanggapan Bapak/Ibu akan dijaga kerahasiaannya. Terima kasih banyak atas waktu dan partisipasi baik dari Bapak/Ibu.

Salam sejahtera,

**DICKY HIDA SYAHCHARI**

[dickyhs@yahoo.com](mailto:dickyhs@yahoo.com)

No HP/WA: +6281807559571

Mahasiswa Doctor of Philosophy

Othman Yeop Abdullah - Graduate School of Business

Universiti Utara Malaysia (UUM) Sintok, Kedah, Malaysia

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Petunjuk:

- 1) Ada dua (2) bagian dalam kuesioner ini. Jawablah SEMUA pertanyaan di semua bagian.
- 2) Pengisian kuesioner ini akan memerlukan waktu sekitar 5 sampai 10 menit.
- 3) Isi kuesioner ini akan dijaga kerahasiaannya.

### Section 1 : Organization Information *Informasi Organisasi* .

In this section, we are interested in your general company background in brief. Please **tick** your answer and your answers will be kept strictly confidential. *Pada bagian ini, kami ingin mengetahui latar belakang perusahaan Anda secara singkat. Silahkan tandai jawaban anda dan jawaban anda akan dijaga kerahasiaannya.*

1. What type ownership of your company (*Apa tipe kepemilikan dari perusahaan anda*)?  
☐ Joint Venture (*Patungan*) ☐ Private (*Persero*)  
☐ Own by Government (*BUMN*) ☐ Limited Company (*Perusahaan Terbuka*)
2. What is type business of your construction companies *Apa tipe dari perusahaan konstruksi anda*  
☐ Construction planning (*perencana konstruksi*) ☐ Contractor (*pelaksana konstruksi*)  
☐ Construction supervision (*pengawas konstruksi*)
3. What is the grade of your companies *Apa kelas dari perusahaan anda*  
☐ Large / *Besar* ☐ Medium *Menengah*
4. What is the geographic scope of your companies *Apa cakupan wilayah dari perusahaan anda*  
☐ Local ☐ National  
☐ Regional ☐ International
5. How long has the alliance been established *Berapa lama aliansi telah terbentuk*  
☐ Less than 1 year ☐ 2 to less than 5 years  
☐ 6 to less than 10 years ☐ 11 or more years

### Respondents Information *Informasi Responden* .

6. You are a representative of (*anda mewakili*) ☐ Indonesia Partner ☐ Foreign Partner
7. What is your primary job title within this company (*Apa jabatan utama Anda dalam perusahaan ini*)?  
☐ Managing Director ☐ Director ☐ Senior / General Manager  
☐ Manager/Project Manager
8. What is your education level (*Apa level pendidikan Anda*)?  
☐ Doctoral degree ☐ Bachelor's degree ☐ High School or  
☐ Master degree ☐ Technical or Diploma degree equivalent
9. How long you working in this company (*Berapa lama Anda bekerja di perusahaan ini*)  
☐ Less than 1 year ☐ 2 to less than 5 years  
☐ 6 to less than 10 years ☐ 11 or more years



Please indicate the extent to which they agreed or disagreed with each statement using 5-point Likert Scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree; (5) = strongly agree response framework *Harap menunjukkan sejauh mana mereka setuju atau tidak setuju dengan setiap pernyataan menggunakan 5-titik Skala Likert [(1) = sangat tidak setuju; (2) = tidak setuju; (3) = netral; (4) = setuju; (5) = sangat setuju kerangka respon*

Please **circle** one number per line to indicate the extent to which you agree or disagree with the following statements. *Harap lingkari jawaban per baris untuk menunjukkan sejauh mana Anda setuju atau tidak setuju dengan pernyataan berikut.*

**SECTION 2 : Alliance Performance (AP)**

No	Questions (Pertanyaan)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Overall satisfaction (Kepuasan Keseluruhan)</b>						
AP1	Our firm is satisfied with the global results of this alliance <i>Perusahaan kami puas dengan hasil aliansi ini</i>	1	2	.	4	5
<b>The net spill-over (kelebihan bersih)</b>						
AP2	The additional benefits are our firm attain in other activities that are non-related to the alliance. <i>Terdapat tambahan manfaat bagi perusahaan yaitu mempunyai kegiatan lain yang terkait dengan aliansi</i>	1	2	3	4	5
AP3	Many collaborative ventures result in either positive or negative side effect for their parent firms. In this alliance, there are the positive net side effects for your firm <i>Banyak usaha kolaboratif menghasilkan efek samping positif atau negatif bagi induk perusahaan. Dalam aliansi ini, apakah ada efek samping positif untuk perusahaan anda</i>	1	2	3	4	5
<b>Goal fulfillment (pemenuhan tujuan)</b>						
AP4	Our firm attains its goals within the alliance <i>Perusahaan kami mencapai tujuannya dalam aliansi</i>	1	2	3	4	5

Collaborative ventures can be aimed at different strategic goals. How would you describe the importance for your firm of each of the following strategic goals when the alliance agreement was signed? <i>Usaha kolaboratif dapat dipergunakan untuk tujuan strategis yang berbeda. Bagaimana Anda menjelaskan pentingnya untuk perusahaan Anda dari masing-masing tujuan strategis berikut ketika perjanjian aliansi ditandatangani?</i>						
AP5	Reducing costs/obtaining scale economies (Mengurangi biaya / memperoleh skala ekonomi)	1	2	3	4	5
AP6	Gaining access to a market in the same industry <i>Mendapatkan akses ke pasar dalam industri</i>	1	2	3	4	5
AP7	Gaining access to a market in another industry <i>Mendapatkan akses ke pasar di industri lain</i>	1	2	3	4	5
AP8	Developing new technologies <i>Mengembangkan teknologi baru</i>	1	2	3	4	5
AP9	Blocking the competition <i>Menghalangi kompetisi</i>	1	2	3	4	5
AP10	Meeting with government requirements <i>Memenuhi persyaratan pemerintah</i>	1	2	3	4	5
AP11	Developing new skills <i>Mengembangkan keterampilan baru</i>	1	2	3	4	5
AP12	Reducing risk <i>Mengurangi risiko</i>	1	2	3	4	5
AP13	Increasing the competition <i>Menambah persaingan</i>	1	2	3	4	5

### SECTION 3 : Relational Capital (RC)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Communication Komunikasi</b>						
RC1	We are committed to the relationship with our partner firm <i>Kami berkomitmen untuk membina hubungan dengan perusahaan mitra Anda</i>	1	2	3	4	5
RC2	The relationship that our firm has with our partner firm is important for our firm intends to maintain indefinitely. <i>Perusahaan kami dengan perusahaan mitra kami berniat untuk mempertahankan hubungan tanpa batas</i>	1	2	3	4	5

RC3	The relationship that our firm has with our partner firm deserves our firm's maximum effort to maintain. <i>Perusahaan kami memiliki hubungan dengan perusahaan mitra dan hubungan tersebut layak untuk dipertahankan secara maksimal</i>	1	2	3	4	5
RC4	The alliance is characterized by personal friendship between the partners at multiple levels. Aliansi ini ditandai dengan persahabatan pribadi antara mitra di berbagai tingkat	1	2	3	4	5
RC5	When we encounter difficulties or new situation, our firm does not feel worried or threatened by letting out partner firm do what they wants <i>Aliansi ini ditandai dengan persahabatan pribadi antara mitra di berbagai tingkat Ketika kita menghadapi kesulitan atau situasi baru, perusahaan kami tidak merasa khawatir atau terancam dengan membiarkan perusahaan mitra melakukan apa yang mereka inginkan</i>	1	2	3	4	5
RC6	Our firm is familiar with the patterns of behavior our partner firm has established, and we can rely on them to behave in certain ways <i>Perusahaan kami akrab dengan pola perilaku perusahaan mitra kami yang telah terbentuk, dan kami bisa mengandalkan mereka untuk berperilaku dengan cara tertentu</i>	1	2	3	4	5
RC7	We have found that our partner firm is dependable <i>Kami telah menemukan perusahaan mitra yang dapat diandalkan</i>	1	2	3	4	5
<b>Trust Kepercayaan</b>						
RC8	We believe about information quality-timeliness, accuracy, adequacy, completeness, credibility from our partner <i>Kami percaya tentang kualitas informasi - ketepatan waktu, akurasi, kecukupan, kelengkapan, kredibilitas dari perusahaan mitra kami</i>	1	2	3	4	5
RC9	We actively seek advice and information from our partner firm <i>Kami secara aktif mencari saran dan informasi dari perusahaan mitra kami</i>	1	2	3	4	5

RC10	The partner firm participates in our planning and goal setting activities <i>Perusahaan mitra kami berpartisipasi dalam kegiatan perencanaan dan penetapan tujuan perusahaan kami</i>	1	2	3	4	5
RC11	We actively encourage improvement suggestion from our partner firm <i>Kami secara aktif mendorong peningkatan pemasukan saran dari perusahaan mitra kami</i>	1	2	3	4	5
RC12	Our partner firm shares proprietary information with us. <i>Perusahaan mitra kami berbagi informasi eksklusif dengan kami.</i>	1	2	3	4	5
RC13	We inform our partner firm in advance of changing needs. <i>Kami menginformasikan lebih awal kepada perusahaan mitra kami tentang perubahan kebutuhan</i>	1	2	3	4	5
RC14	In our relationship, it is expected that any information which might help the other party will be provided. <i>Dalam hubungan kami, diharapkan bahwa setiap informasi yang mungkin dapat membantu perusahaan mitra akan diberikan</i>	1	2	3	4	5
<b>Commitment Komitmen</b>						
RC15	The parties are expected to keep each other informed about events or changes that may affect the other party <i>Para pihak diharapkan untuk menjaga satu sama lain informasi tentang kegiatan atau perubahan yang dapat mempengaruhi pihak lain</i>	1	2	3	4	5
RC16	It is expected that the parties will only provide information according to pre-specified requirement <i>Diharapkan bahwa para pihak hanya akan memberikan informasi sesuai dengan persyaratan pre-specified</i>	1	2	3	4	5
RC17	It is expected that the parties will only provide information according to specified requirement <i>Diharapkan bahwa pihak hanya akan memberikan informasi sesuai dengan persyaratan yang ditentukan</i>	1	2	3	4	5

RC18	The partner keeps us fully informed about issues that affect our business <i>Perusahaan mitra sepenuhnya memberitahu tentang isu-isu yang mempengaruhi bisnis kami</i>	1	2	3	4	5
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#### SECTION 4

##### Conflict Management (CM)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Integrating mengintegrasikan</b>						
CM1	We tried to investigate an issue with our partner firm to find a solution acceptable to us <i>Kami mencoba untuk menyelidiki masalah dengan perusahaan mitra kami untuk menemukan solusi yang dapat diterima oleh bersama</i>	1	2	3	4	5
CM2	We tried to integrate our ideas with our partner firm to come up with a decision jointly. <i>Kami mencoba untuk mengintegrasikan ide kita dengan perusahaan mitra kami yang berasal dengan keputusan bersama.</i>	1	2	3	4	5
CM3	We tried to work with our partner firm to find solutions to a problem which satisfied our expectations. <i>Kami mencoba untuk bekerja dengan perusahaan mitra kami untuk menemukan solusi untuk masalah yang memenuhi harapan kita</i>	1	2	3	4	5
CM4	We exchanged accurate information with our partner firm <i>Kami bertukar informasi yang akurat dengan perusahaan mitra kami</i>	1	2	3	4	5
CM5	We try to bring all our concerns out in the open so that the issues can be resolved in the best possible way <i>Kami mencoba untuk membawa semua kekhawatiran Anda di tempat terbuka sehingga masalah dapat diselesaikan dengan cara terbaik mungkin</i>	1	2	3	4	5

CM6	We collaborate with our partner firm to come up with decisions acceptable to us <i>Kami bekerja sama dengan perusahaan mitra kami dengan keputusan yang dapat diterima bersama</i>	1	2	3	4	5
CM7	We try to work with our partner firm for a proper understanding of a problem <i>Kami mencoba untuk bekerja dengan perusahaan mitra kami untuk pemahaman yang tepat dari masalah</i>	1	2	3	4	5
<b>Obliging</b> bersedia membantu						
CM8	We generally try to satisfy the needs of our partner firm. <i>Kami biasanya mencoba untuk memenuhi kebutuhan perusahaan mitra kami</i>	1	2	3	4	5
CM9	We usually accommodate the wishes of our partner firm <i>Kami biasanya mengakomodasi keinginan perusahaan mitra kami</i>	1	2	3	4	5
CM10	We gave in to the wishes of our partner firm <i>Kami menyerah sepenuhnya pada keinginan perusahaan mitra kami</i>	1	2	3	4	5
CM11	We accommodated the wishes of our partner firm <i>Kami menampung keinginan perusahaan mitra kami</i>	1	2	3	4	5
CM12	We often go along with the suggestions of our partner firm <i>Kami sering bekerja bersama sesuai dengan saran dari perusahaan mitra kami</i>	1	2	3	4	5
CM13	We try to satisfy the expectations of our partner firm <i>Kami mencoba untuk memenuhi harapan dari perusahaan mitra kami</i>	1	2	3	4	5
<b>Dominating</b> mendominasi						
CM14	We used our influence to get our ideas accepted <i>Kami menggunakan pengaruh kami supaya ide-ide kita diterima</i>	1	2	3	4	5
CM15	We used our authority to make a decision in our favor <i>Kami menggunakan otoritas kami untuk membuat keputusan yang mendukung kami</i>	1	2	3	4	5
CM16	We use our expertise to make a decision in our favor <i>Kami menggunakan keahlian kami untuk membuat keputusan yang memenangkan kami</i>	1	2	3	4	5

CM17	We are generally firm in pursuing our side of the issue. <i>Kami secara umum mengejar suatu masalah di pihak kita</i>	1	2	3	4	5
CM18	We sometime use our power to win a competitive situation <i>Kami terkadang menggunakan kekuatan kami untuk memenangkan situasi yang kompetitif</i>	1	2	3	4	5
<b>Avoiding menghindari</b>						
CM19	We attempted to avoid being put on the spot and tried to keep our conflict with our partner firm to us <i>Kami berusaha untuk menghindari dan mencoba untuk menjaga konflik dengan perusahaan mitra kami untuk kita</i>	1	2	3	4	5
CM20	We usually avoid open discussion of our differences with this our partner firm <i>Kami biasanya menghindari diskusi terbuka tentang perbedaan kita dengan ini perusahaan mitra kami</i>	1	2	3	4	5
CM21	We try to stay away from disagreement with our partner firm <i>Kami mencoba menjauhi dari perselisihan dengan perusahaan mitra kami</i>	1	2	3	4	5
CM22	We avoid an encounter with our partner firm <i>Kami menghindari pertemuan yang tidak diharapkan dengan perusahaan mitra kami</i>	1	2	3	4	5
CM23	We try to keep my disagreement with our partner firm to us in order to avoid hard feelings. <i>Kami mencoba menjaga ketidaksepahaman dengan perusahaan mitra kami untuk menghindari perasaan yang tidak baik</i>	1	2	3	4	5
CM24	We try to avoid unpleasant exchanges with our partner firm. <i>Kami mencoba menghindari pertukaran yang tidak menyenangkan dengan perusahaan mitra kami.</i>	1	2	3	4	5
<b>Compromising Kompromi</b>						
CM25	We try to find a middle course to resolve an impasse <i>Kami mencoba untuk menemukan jalan tengah untuk menyelesaikan masalah</i>	1	2	3	4	5
CM26	We usually propose a middle ground for breaking deadlocks. <i>Kami biasanya mengusulkan jalan tengah untuk memecahkan kebuntuan.</i>	1	2	3	4	5

CM27	We negotiate with our partner firm so that a compromise can be reached. <i>Kami bernegosiasi dengan mitra kami sehingga kompromi dapat dicapai.</i>	1	2	3	4	5
CM28	We used give and take so that a compromise can be made. <i>Kami dapat memberi dan menerima sehingga kompromi dapat dibuat.</i>	1	2	3	4	5

#### Partner Fit (PF)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Complementarity</b> <i>Komplementaritas</i>						
PF1	There is high complementarity between the resources/capabilities of the two partners <i>Ada saling melengkapi yang tinggi antara sumber / kemampuan dua mitra</i>	1	2	3	4	5
PF2	There is high similarity/overlap between the core capabilities of each partner <i>Ada kesamaan yang tinggi / tumpang tindih antara kemampuan inti dari masing-masing perusahaan mitra</i>	1	2	3	4	5
<b>Compatibility</b> <i>Kesesuaian</i>						
PF3	The organizational cultures of the two partners are compatible with each other <i>Budaya organisasi dari dua mitra yang kompatibel satu sama lain</i>	1	2	3	4	5
PF4	The management and operating styles of the partners are compatible with each other <i>Gaya Manajemen dan operasional dari mitra yang kompatibel satu sama lain</i>	1	2	3	4	5

#### Interdependence (ID)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Task interdependence</b> <i>saling ketergantungan tugas</i>						
ID1	Our firm and our partner firm depend heavily on the information from each other for task completion <i>Perusahaan kami dan perusahaan mitra sangat tergantung pada informasi dari satu sama lain untuk penyelesaian tugas</i>	1	2	3	4	5



ID2	Our firm and our partner firm depend heavily on the means, e.g. techniques and facilities, from each other for the completion of tasks <i>Perusahaan kami dan perusahaan mitra sangat tergantung pada sarana, misalnya teknik dan fasilitas, dari satu sama lain untuk penyelesaian tugas</i>	1	2	3	4	5
<b>Goal interdependence</b> saling ketergantungan tujuan						
ID3	The dependency on our partner for the exchange of information or/and means is so critical that its absence would hamper satisfactory achievement of our goals <i>Ketergantungan pada mitra kami untuk pertukaran informasi atau / dan sarana sangat penting bahwa ketiadaan akan menghambat pencapaian yang memuaskan dari tujuan kita</i>	1	2	3	4	5
<b>Reward interdependence</b> saling ketergantungan hadiah						
ID4	We swim and sink with our partner firm <i>Kami berenang dan tenggelam dengan perusahaan mitra kami</i>	1	2	3	4	5
ID5	We seek compatible goals with our partner firm <i>Kami mencari tujuan yang kompatibel dengan perusahaan mitra kami</i>	1	2	3	4	5
ID6	Our goals and those of our partner firm go together <i>Tujuan kami dan perusahaan mitra kami adalah maju bersama-sama</i>	1	2	3	4	5
ID7	When we work together with our partners, we usually have common goals <i>Ketika kita bekerja sama dengan mitra kami, kami biasanya memiliki tujuan bersama</i>	1	2	3	4	5
ID8	The success of our firm has little impact on our firm <i>Keberhasilan perusahaan kami memiliki dampak kecil pada perusahaan kami</i>	1	2	3	4	5
ID9	Our goal achievement is significant to our partner firm <i>Pencapaian tujuan kami adalah signifikan untuk perusahaan mitra kami</i>	1	2	3	4	5
ID10	Our reward achievement is dependent on the achievement of our partner firm <i>Hadiah pencapaian kami tergantung pada prestasi perusahaan mitra kami</i>	1	2	3	4	5

***Thank you for your time and cooperation.***

***~The End ~***

## Appendix D Test of Non-Respondent Bias

**Group Statistics**

Sample		N	Mean	Std. Deviation	Std. Error Mean
Alliance Performance	Early	146	3.9548	.90272	.07471
	Late	165	3.9394	.93631	.07289
Conflict Management	Early	146	4.0733	.38762	.03208
	Late	165	4.0358	.39984	.03113
Relational Capital	Early	146	3.8534	1.13813	.09419
	Late	165	3.8352	1.17020	.09110
Partner Fit	Early	146	3.8110	.69730	.05771
	Late	165	3.7764	.75860	.05906
Interdependence	Early	146	3.4877	1.00337	.08304
	Late	165	3.4794	1.03814	.08082

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Alliance Performance	Equal variances assumed	.278	.598	.147	309	.883	.01540	.10461	-.19044	.22124
	Equal variances not assumed			.148	306.716	.883	.01540	.10438	-.18999	.22079
Relational Capital	Equal variances assumed	.527	.468	.139	309	.889	.01827	.13126	-.24001	.27656
	Equal variances not assumed			.139	306.234	.889	.01827	.13104	-.23958	.27612
Conflict Management	Equal variances assumed	.252	.616	.838	309	.403	.03753	.04478	-.05059	.12565
	Equal variances not assumed			.840	306.419	.402	.03753	.04470	-.05043	.12549
Partner Fit	Equal variances assumed	1.330	.250	.417	309	.677	.03460	.08300	-.12872	.19791
	Equal variances not assumed			.419	308.543	.676	.03460	.08257	-.12788	.19707
Interdependence	Equal variances assumed	.598	.440	.071	309	.943	.00828	.11612	-.22021	.23676
	Equal variances not assumed			.071	306.585	.943	.00828	.11588	-.21974	.23629

**Appendix E -1 (Case Processing Summary Missing Values) (Before Replaced)**

	Case					
	Valid		Missing		Total	
Item	N	Percent	N	Percent	N	Percent
AP1	311	100%	0	0%	311	100%
AP2	311	100%	0	0%	311	100%
AP3	311	100%	0	0%	311	100%
AP4	311	100%	0	0%	311	100%
AP5	311	100%	0	0%	311	100%
AP6	311	100%	0	0%	311	100%
AP7	311	100%	0	0%	311	100%
AP8	311	100%	0	0%	311	100%
AP9	311	100%	0	0%	311	100%
AP10	311	99.7%	1	0.3%	311	100%
AP11	311	100%	0	0%	311	100%
AP12	311	100%	0	0%	311	100%
AP13	311	100%	0	0%	311	100%
CM1	311	100%	0	0%	311	100%
CM2	311	100%	0	0%	311	100%
CM3	311	100%	0	0%	311	100%
CM4	311	100%	0	0%	311	100%
CM5	311	100%	0	0%	311	100%
CM6	311	100%	0	0%	311	100%
CM7	311	100%	0	0%	311	100%
CM8	311	100%	0	0%	311	100%
CM9	311	100%	0	0%	311	100%
CM10	311	100%	0	0%	311	100%
CM11	311	100%	0	0%	311	100%
CM12	311	100%	0	0%	311	100%
CM13	311	99.7%	1	0.3%	311	100%
CM14	311	100%	0	0%	311	100%
CM15	311	100%	0	0%	311	100%
CM16	311	100%	0	0%	311	100%
CM17	311	100%	0	0%	311	100%
CM18	311	100%	0	0%	311	100%
CM19	311	100%	0	0%	311	100%
CM20	311	100%	0	0%	311	100%
CM21	311	100%	0	0%	311	100%

CM22	311	100%	0	0%	311	100%
CM23	311	100%	0	0%	311	100%
CM24	311	100%	0	0%	311	100%
CM25	311	100%	0	0%	311	100%
CM26	311	100%	0	0%	311	100%
CM27	311	100%	0	0%	311	100%
CM28	311	100%	0	0%	311	100%
ID1	311	100%	0	0%	311	100%
ID2	311	100%	0	0%	311	100%
ID3	311	100%	0	0%	311	100%
ID4	311	99.7%	1	0.3%	311	100%
ID5	311	100%	0	0%	311	100%
ID6	311	100%	0	0%	311	100%
ID7	311	100%	0	0%	311	100%
ID8	311	100%	0	0%	311	100%
ID9	311	100%	0	0%	311	100%
ID10	311	100%	0	0%	311	100%
PF1	311	100%	0	0%	311	100%
PF2	311	100%	0	0%	311	100%
PF3	311	100%	0	0%	311	100%
PF4	311	100%	0	0%	311	100%
RC1	311	100%	0	0%	311	100%
RC2	311	100%	0	0%	311	100%
RC3	311	99.7%	1	0.3%	311	100%
RC4	311	100%	0	0%	311	100%
RC5	311	100%	0	0%	311	100%
RC6	311	100%	0	0%	311	100%
RC7	311	100%	0	0%	311	100%
RC8	311	100%	0	0%	311	100%
RC9	311	100%	0	0%	311	100%
RC10	311	100%	0	0%	311	100%
RC11	311	100%	0	0%	311	100%
RC12	311	100%	0	0%	311	100%
RC13	311	99.7%	1	0.3%	311	100%
RC14	311	100%	0	0%	311	100%
RC15	311	100%	0	0%	311	100%
RC16	311	100%	0	0%	311	100%
RC17	311	100%	0	0%	311	100%
RC18	311	100%	0	0%	311	100%

**Appendix E -2 (Case Processing Summery (Missing Values) (After Replaced)**

	Case					
	Valid		Missing		Total	
Item	N	Percent	N	Percent	N	Percent
AP1	311	100%	0	0%	311	100%
AP2	311	100%	0	0%	311	100%
AP3	311	100%	0	0%	311	100%
AP4	311	100%	0	0%	311	100%
AP5	311	100%	0	0%	311	100%
AP6	311	100%	0	0%	311	100%
AP7	311	100%	0	0%	311	100%
AP8	311	100%	0	0%	311	100%
AP9	311	100%	0	0%	311	100%
AP10	311	100%	0	0%	311	100%
AP11	311	100%	0	0%	311	100%
AP12	311	100%	0	0%	311	100%
AP13	311	100%	0	0%	311	100%
CM1	311	100%	0	0%	311	100%
CM2	311	100%	0	0%	311	100%
CM3	311	100%	0	0%	311	100%
CM4	311	100%	0	0%	311	100%
CM5	311	100%	0	0%	311	100%
CM6	311	100%	0	0%	311	100%
CM7	311	100%	0	0%	311	100%
CM8	311	100%	0	0%	311	100%
CM9	311	100%	0	0%	311	100%
CM10	311	100%	0	0%	311	100%
CM11	311	100%	0	0%	311	100%
CM12	311	100%	0	0%	311	100%
CM13	311	100%	0	0%	311	100%
CM14	311	100%	0	0%	311	100%
CM15	311	100%	0	0%	311	100%
CM16	311	100%	0	0%	311	100%
CM17	311	100%	0	0%	311	100%
CM18	311	100%	0	0%	311	100%
CM19	311	100%	0	0%	311	100%
CM20	311	100%	0	0%	311	100%
CM21	311	100%	0	0%	311	100%

CM22	311	100%	0	0%	311	100%
CM23	311	100%	0	0%	311	100%
CM24	311	100%	0	0%	311	100%
CM25	311	100%	0	0%	311	100%
CM26	311	100%	0	0%	311	100%
CM27	311	100%	0	0%	311	100%
CM28	311	100%	0	0%	311	100%
ID1	311	100%	0	0%	311	100%
ID2	311	100%	0	0%	311	100%
ID3	311	100%	0	0%	311	100%
ID4	311	100%	0	0%	311	100%
ID5	311	100%	0	0%	311	100%
ID6	311	100%	0	0%	311	100%
ID7	311	100%	0	0%	311	100%
ID8	311	100%	0	0%	311	100%
ID9	311	100%	0	0%	311	100%
ID10	311	100%	0	0%	311	100%
PF1	311	100%	0	0%	311	100%
PF2	311	100%	0	0%	311	100%
PF3	311	100%	0	0%	311	100%
PF4	311	100%	0	0%	311	100%
RC1	311	100%	0	0%	311	100%
RC2	311	100%	0	0%	311	100%
RC3	311	100%	0	0%	311	100%
RC4	311	100%	0	0%	311	100%
RC5	311	100%	0	0%	311	100%
RC6	311	100%	0	0%	311	100%
RC7	311	100%	0	0%	311	100%
RC8	311	100%	0	0%	311	100%
RC9	311	100%	0	0%	311	100%
RC10	311	100%	0	0%	311	100%
RC11	311	100%	0	0%	311	100%
RC12	311	100%	0	0%	311	100%
RC13	311	100%	0	0%	311	100%
RC14	311	100%	0	0%	311	100%
RC15	311	100%	0	0%	311	100%
RC16	311	100%	0	0%	311	100%
RC17	311	100%	0	0%	311	100%
RC18	311	100%	0	0%	311	100%

## Appendix F Cross-Loadings

	AP	CM	ID	PF	RC
AP1	<b>0.9594</b>	0.74	0.7008	0.7283	0.7358
AP2	<b>0.9573</b>	0.7806	0.7359	0.7538	0.796
AP3	<b>0.9581</b>	0.7379	0.7042	0.7113	0.7408
AP4	<b>0.9633</b>	0.67	0.6361	0.6749	0.6817
AP5	<b>0.9276</b>	0.6875	0.6469	0.6241	0.7044
AP6	<b>0.8018</b>	0.6087	0.6174	0.57	0.6078
AP7	<b>0.7202</b>	0.5596	0.514	0.4875	0.5568
AP8	<b>0.7525</b>	0.5385	0.5004	0.6003	0.5497
AP9	<b>0.6652</b>	0.424	0.3958	0.479	0.4294
AP10	<b>0.8481</b>	0.6813	0.6376	0.7081	0.678
AP11	<b>0.7288</b>	0.653	0.6741	0.5728	0.6499
AP12	<b>0.7188</b>	0.8934	0.905	0.9152	0.887
AP13	<b>0.8932</b>	0.5949	0.5761	0.5997	0.6105
CM1	0.7676	<b>0.8785</b>	0.8857	0.8582	0.8533
CM2	0.7438	<b>0.9356</b>	0.924	0.8556	0.9219
CM3	0.6924	<b>0.9122</b>	0.9277	0.8076	0.8899
CM4	0.5609	<b>0.7633</b>	0.8009	0.6692	0.7267
CM5	0.7325	<b>0.8883</b>	0.8867	0.7482	0.8791
CM6	0.7712	<b>0.8852</b>	0.8728	0.8802	0.8734
CM7	0.755	<b>0.9471</b>	0.99166	0.8435	0.9216
CM8	0.7255	<b>0.8739</b>	0.8202	0.8065	0.8763
CM9	0.6861	<b>0.912</b>	0.9321	0.755	0.8979
CM10	0.7639	<b>0.8774</b>	0.8429	0.7046	0.8795
CM11	0.7404	<b>0.8647</b>	0.8392	0.6971	0.8724
CM12	0.7525	<b>0.9521</b>	0.9461	0.8777	0.9466
CM13	0.606	<b>0.8014</b>	0.7406	0.6484	0.8174
CM14	0.6351	<b>0.9003</b>	0.888	0.7679	0.8971
CM15	0.6435	<b>0.833</b>	0.7621	0.6805	0.8481
CM16	0.6849	<b>0.8567</b>	0.8305	0.7795	0.8587
CM17	0.6998	<b>0.8145</b>	0.7726	0.6662	0.8134
CM18	0.5416	<b>0.7883</b>	0.7411	0.5147	0.7923
CM19	0.6873	<b>0.8742</b>	0.8956	0.8749	0.8681
CM20	0.5709	<b>0.8871</b>	0.8625	0.7901	0.8876
CM21	0.7935	<b>0.9636</b>	0.9569	0.8881	0.9591
CM22	0.6903	<b>0.8825</b>	0.9004	0.8005	0.8683
CM23	0.6808	<b>0.865</b>	0.8817	0.7637	0.8773
CM24	0.7213	<b>0.8475</b>	0.8355	0.8341	0.8485
CM25	0.8272	<b>0.9757</b>	0.954	0.8918	0.9775

CM26	0.6471	<b>0.8451</b>	0.7869	0.7376	0.857
CM27	0.724	<b>0.9241</b>	0.9366	0.8047	0.9188
CM28	0.7966	<b>0.8729</b>	0.8375	0.7264	0.8784
ID1	0.6677	0.8572	<b>0.889</b>	0.8562	0.8486
ID2	0.6704	0.9273	<b>0.924</b>	0.8531	0.9127
ID3	0.6242	0.8895	<b>0.8777</b>	0.7422	0.8812
ID4	0.6444	0.8485	<b>0.8896</b>	0.7495	0.8259
ID5	0.6883	0.822	<b>0.8564</b>	0.7212	0.8177
ID6	0.7423	0.8419	<b>0.8748</b>	0.8342	0.8276
ID7	0.6819	0.8752	<b>0.8727</b>	0.7678	0.8748
ID8	0.6279	0.7095	<b>0.7145</b>	0.6688	0.7161
ID9	0.5549	0.8219	<b>0.841</b>	0.6415	0.8046
ID10	0.6901	0.8167	<b>0.816</b>	0.6188	0.8146
PF1	0.7029	0.8047	0.7994	<b>0.8468</b>	0.7988
PF2	0.6227	0.6844	0.6471	<b>0.7949</b>	0.6905
PF3	0.5643	0.6235	0.6257	<b>0.7623</b>	0.6206
PF4	0.6114	0.6884	0.6983	<b>0.7863</b>	0.68142
RC1	0.7097	0.8896	0.9011	0.9001	<b>0.8879</b>
RC2	0.7214	0.958	0.9536	0.8948	<b>0.9535</b>
RC3	0.7974	0.9814	0.9734	0.9001	<b>0.9839</b>
RC4	0.7297	0.9054	0.9133	0.827	<b>0.8959</b>
RC5	0.724	0.8921	0.9011	0.7887	<b>0.9026</b>
RC6	0.8269	0.9174	0.9159	0.9203	<b>0.9249</b>
RC7	0.8288	0.989	0.9804	0.9052	<b>0.9835</b>
RC8	0.7559	0.8933	0.8498	0.8277	<b>0.902</b>
RC9	0.7092	0.9328	0.9427	0.7996	<b>0.9303</b>
RC10	0.7719	0.8956	0.8591	0.7275	<b>0.9025</b>
RC11	0.7555	0.8782	0.8438	0.7156	<b>0.888</b>
RC12	0.7704	0.9612	0.9561	0.9054	<b>0.9621</b>
RC13	0.6491	0.8303	0.7697	0.6844	<b>0.8481</b>
RC14	0.6779	0.9213	0.9012	0.8003	<b>0.925</b>
RC15	0.6435	0.833	0.7621	0.6805	<b>0.8481</b>
RC16	0.6893	0.8823	0.8566	0.7904	<b>0.8864</b>
RC17	0.7406	0.8386	0.79	0.7032	<b>0.8446</b>
RC18	0.6086	0.8294	0.7779	0.5781	<b>0.8411</b>